

Approved For Release 2000/08/04 : CIA-RDP78-06215A000100020012-3

17 Jan 74

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STATINTL

10 January 1974

MEMORANDUM FOR: Members of the Curriculum Committee
SUBJECT: Agenda for meeting, 17 January 1974

1. The Curriculum Committee will meet on Thursday, 17 January 1974, at 0930 hours in the DTR Conference Room.
2. The Agenda will include discussion of
 - a. The Latin American Area Seminar, and
 - b. Management and Services Review: Trends and Highlights
3. Additionally, we will review the status of the "black book" project and will consider the future business and functions of the Curriculum Committee.

STATINTL

Chairman
Curriculum Committee

18 January 1974

MEMORANDUM FOR: Members of the Curriculum Committee

SUBJECT : Minutes of 17 January 1974 Meeting

1. The Curriculum Committee met in the DTR Conference

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2. Letter of Instruction

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██████████ informed the Committee of a requirement in the form of a Headquarters Notice on Letters of Instruction and Fitness Reports that OTR is to develop training in this field. The DDTR suggested resolution of this requirement by the development of a brochure for supervisors; we are investigating the efficacy of such a brochure with C/FTD.

3. The minutes of the last meeting were approved.

4. The Latin American Area Seminar

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A 5 December 1973 memo authored by ██████████, Seminar Chairman, outlined the problem and provided a recommendation for Committee decision. The problem: small enrollment and spotty representation from the DDO. The Committee's decision: (a) ██████████ should canvass recent graduates for feedback on the Seminar's utility, and (b) continue registration for the next running. If enough qualified students are enrolled, conduct the Seminar. It is anticipated that the need for the Seminar may disappear coincident with ██████████ retirement.

STATINTL

5. Management and Services Review: Trends and Highlights

The course report for Management and Services Review: Trends and Highlights No. 45 provided background for the discussion. ██████████ said that there has been some question about the use of the same format for the course year-after-year; questions have come about as a result of the presence of CTs in the course

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and a possible "hardening of the arteries". It has been suggested that this course might be abbreviated and added on to CIA Today and Tomorrow. [REDACTED] said that this is a course for M&S personnel and we plan to present the problem to Jack Blake who will provide us with guidance on emphasis and direction. C/II has prepared a paper on this subject for the ADD/M&S. We are awaiting Mr. Blake's reply and guidance.

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6. Catalogue Change for the BOC (Ref: 15 Jan 74 memo from [REDACTED] to C/PDS)

[REDACTED] requested that the Curriculum Committee approve a catalogue change in the description for the Basic Operations Course; his memo contained three recommendations. The Committee agreed with Recommendation (a), that is, the notion that the BOC is a course for case officers. [REDACTED] as a subcommittee, will determine proper wording to reflect this in the new OTR Catalogue. On Recommendation (b), the Committee agreed that instructions on completing the Form 73 should be standardized, and the Chairman suggested that we table this recommendation pending research by [REDACTED] on what methods OTR currently uses in getting such instructions to training officers. The Committee agreed with Recommendation (c), that a training bulletin be issued on the new OFC course.

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7. The Chairman proposed that the Plans and Development Staff draft policy papers on certain topics for the Committee's discussion and review, for example, (a) Course Evaluations (b) Evaluation of Student Performance (c) Course folders (black books) (d) Course development (e) Standards for OTR publications. The drafts will be submitted to Committee members for consideration and discussion in later meetings and after Committee concurrence submitted to the DTR as OTR policy in these areas.

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8. The Chairman proposed that the Committee systematically review OTR curriculum. At each Curriculum Committee there will be a review of a major unit of OTR curriculum and the Curriculum Committee member or his principal officer for that unit will make the presentation. (See attached proposal) This is an attempt to complete the first of the Committee's tasks as outlined in our charter. The members of the Committee agreed to this proposal. [REDACTED] volunteered management training as the first presentation on 31 January. [REDACTED] said that future presentations will be scheduled soon and negotiated with the various Curriculum Committee members.

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9. [REDACTED] requested that the agenda for the next meeting also include a discussion on cross-cultural training.

10. The meeting ended at 11:15.

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16 January 1974

MEMORANDUM FOR: Curriculum Committee

SUBJECT : Proposal for Systematic Review of OTR Curriculum

1. I propose that the Curriculum Committee meet biweekly, preferably every other Thursday at 0930, principally for the purpose of systematically reviewing the curriculum of OTR. At each session we would review a major unit of OTR curriculum, for example, the management training offerings, ALT, or senior orientation programs. The Curriculum Committee member or his principal officer for that activity would make a presentation including the following:

- a. Courses offered
- b. Objectives for each course
- c. Methodologies employed in the course
- d. Identify the principal user components
- e. Kinds of students who came to the course
- f. The student load
- g. Trends in enrollment
- h. Prospective student audience
- i. Instructors required to run the program
- j. Dollar costs to OTR per running of the course
- k. Feedback mechanism used
- l. Customer evaluation of effectiveness
- m. Measurable or demonstrated impact on Agency mission

2. The Committee's function would then be to:

- a. Evaluate the effectiveness and efficiency of the programs.
- b. Make appropriate recommendations to the Office of Training regarding the programs.

3. The above would be the major activity for the Committee for the near future with the understanding that it would also consider ad hoc matters which come to the attention of the Chairman or the members.

STATINTL

[REDACTED]
Chairman, Curriculum Committee

5 December 1973

MEMORANDUM FOR: Director of Training

SUBJECT : Fourth Running of the Latin American Area Seminar

1. The fourth running of the Latin American Area Seminar terminated on 27 November. The weekly meetings of the Seminar, on Tuesday afternoons from 11 September through 13 November met as scheduled. Because several students had work and personal problems, which would have made it difficult to hold the final session at Redbud as scheduled (25-27 November), the final session was held at the Chairman's home on 27 November.

25X1A 2. Students from three of the four Directorates were registered in the fourth running of the Seminar. None of the three students from the Operations Directorate, however, completed the Seminar. One [REDACTED] was away on TDY during the first three meetings and was advised to register for the next running. 25X1A Another [REDACTED] attended the first two sessions, was away on TDY for the next three sessions and then advised that he was being transferred out of the Latin American area. The third 25X1A student [REDACTED] missed five sessions because of "flaps" in his Branch and did not prepare a report. Five students, four from the D/I and one from the D/M&S, completed the Seminar.

3. All of the speakers were able to appear--although dates had to be shifted for two of them--, were well received by the students and welcomed questions in the discussion periods.

25X1A [REDACTED] (U. of Virginia), and [REDACTED] (U. of [REDACTED] America) gave presentations which produced the liveliest and most extended discussions. Although the students reacted in diverse ways to speakers, none of the speakers bombed. As was the case with the two previous runnings, this group of students was particularly interested in the how and why of U.S. policies for the Latin American area. The problems of modernization and economic

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Course Report - Latin American Area Seminar

development were stressed throughout the Seminar and the students showed considerable interest in studying and trying to understand the complexities of those problems.

4. Despite the failure of three registrants to complete the course, the fourth running of the Seminar was more successful than the third running earlier in the year. This was largely due to the generally higher level of educational experience of the students of the fourth Seminar as compared to those of the third. While the small numbers of students facilitated greater discussion within the Seminar, the absence of representatives from the D/O did not permit as much sharing of professional experience as had occurred in the first two runnings of the Seminar.

5. The critiques indicate that more emphasis should have been placed on U.S. interests in Latin America. Perhaps this reflects the Chairman's bewilderment as to whether or not--given the lack of attention to the area at the highest levels of this Administration--there is any real concern as to what happens in Latin America. None the less, none of the five students who completed the Seminar appeared to feel that their time had been completely wasted.

25X1A 6. The papers written in the fourth running marked a return to the higher levels of those prepared in the first two runnings of the Seminar. The discussion of the reports, which was led by [REDACTED], Chief, Functional Division/OPR, was one of the Seminar's liveliest and most useful sessions. The following is a list of the reports prepared for the fourth running of the Seminar:

25X1A

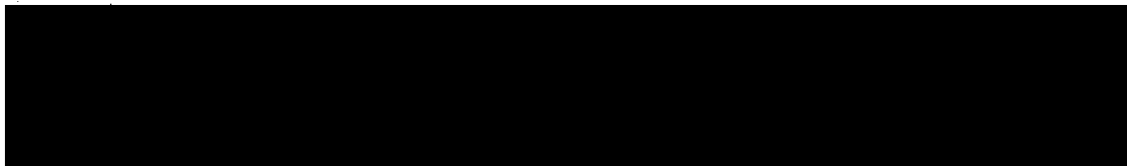


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Course Report - Latin American Area Seminar

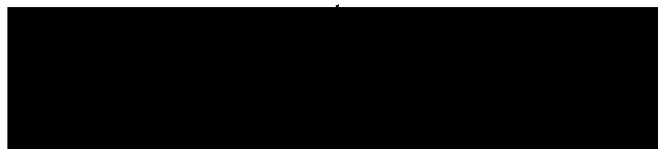
25X1A



The papers are not attached but will be made available to anyone wishing to read them.

7. In view of the limited enrollment (eight) and the even smaller number of enrollees who completed the Seminar (five), the Chairman feels obliged to raise the question as to whether or not the Latin American Area Seminar should be run again unless ten qualified students register for it. In view of the TDY's and shifting of assignments of D/O registrants in the last two runnings, the Chairman has scant confidence that students from that Directorate will be able to participate fully in the Seminar. Perhaps the Seminar should be replaced, at least temporarily, by a reading and lecture course which the present Chairman or any of a number of other Agency specialists could conduct.

25X1A



✓ Seminar Chairman

Attachments:

- A) Student Roster
- B) Course Schedule
- C) Student Critique

25X1A

Distribution:

Orig. & 1 - Adse (w/att. to be ret. to II/FAB)
2 - FAB (1 w/held)

OTR/II/FAB/[REDACTED]:am (5 Dec 73)

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)
 Course Report for Management and Services Review: Trends and Highlights No. 45 (3-74)
 10 - 14 December 1973

FROM:		EXTENSION		NO.	
Course Administrators 926 Chamber of Commerce		2063		DATE 3 January 1974	
TO: (Officer designation, room number, and building)	DATE		OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)	
	RECEIVED	FORWARDED			
1. C/MB	3 Jan '74		LCB		
2. C/II		1 Jan	SL	Re recommendations -- will check out any major changes thoroughly, print & make them.	
3. DTR	1/7/74	1/7/74			
4. C/PDS/DTG 826 C/C	7 Jan	8 Jan	CDT		
5. DTR					
6. C/II				3 to 4: Let's discuss. P	
7. C/MB				3 to 5: This is a well-written and constructive course report. The suggestion that "Trends & Highlights" follow "CIA: Today's Issues" merits consideration by the Curriculum Council. This seems particularly germane now in light of the additional coverage requested by ADD at the conclusion of "CIA: T&H." Also, I've heard something from MWS office director that changes are needed in the "T&H" course. P	
8. Course Administrators					
9.					
10.					
11.					
12.					
13.					
14.					
15.					

25X1A

B

4 to All: I sense that we have arrived at an appropriate

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time to have this course thoroughly renovated ---
starting with the relevance of the objectives to
the (presumed) need for the course. I suggest
that we have here an excellent opportunity to
form an Instructional Development Team consisting
of the Course Administrator(s), [REDACTED] and
an Audio-Visual specialist; this team to be charged
with the afore-mentioned renovation.

CEG

25X1A

3 January 1974

MEMORANDUM FOR: Director of Training

SUBJECT : Course Report for Management and Services Review:
Trends and Highlights Number 45 (3-74)

25X1A

The [REDACTED] provided the setting for the forty-fifth Management and Services Review: Trends and Highlights from 10 December to 14 December 1973. Although no one coherent theme arose during this running, it was apparent from many of the presentations that the Management and Services Directorate is still adjusting to the changing times.

THE CLASS

Although 43 officers enrolled in this running, by the end of the week the number was reduced to 41 after one participant became ill and another took emergency leave to visit an ailing relative. The Management and Services Directorate had the largest representation with 39, 13 of whom came from the Career Training Program. The remaining four were evenly divided between the Directorates of Intelligence and Science and Technology.

As the attached class profile suggests this was a normal heterogeneous group what with the age range spanning 20 to 53 years (averaging 34.1 years), grades ranging from GS-5 to GS-14 and service with the Agency extending from just a few months to over twenty five years. The diversity of interests in this group was magnified since 13 of the 39 DDM&S officers were Career Trainees bound for analytical and operational assignments outside the M&S Directorate. In the evaluations some of the Career Trainees questioned the relevancy of parts of the course for their anticipated assignments.

COURSE CONTENT

The content of the forty-fifth Trends and Highlights consisted of the normal standard fare with each office of the DDM&S making at least one presentation to the group. In terms of numbers of presentations, the Office of Logistics led the way with four. Dividing Logs presentations into two sessions -- one speaker and film in the evening followed by a succinct and more focused session the next day -- seemed to reduce the severe criticism which was leveled at that office the last time. The Office of Joint Computer Services who cut their time to under two hours was also more favorably evaluated by this group.

Other important changes in the program consisted of holding an evening panel session, the writing of scope notes and the eliminations of the showing night time commercial movies. The evening panel session with the representatives from the various Management and Advisory Groups in the DDM&S was in general not well received. The session was, however, successful to the extent that it got the group actively involved, in asking questions and in offering counter arguments to the panelists. The participants seemed to object more to the message of the panel than to the idea of an evening panel session. Some of the speakers commented on the value of the scope notes in helping them to prepare and to address the group. Yet, it was hard to notice any significant reduction in the amount of overlap between speaker's presentations; there is still the need to relate the individual presentations to one another and to tie them to the Directorate and Agency as a whole. None of the participants missed the evening commercial film shows. Moreover, some felt that the films presented, particularly the security film "Damage Report," was useful to them.

SPEAKERS

25X1A The week saw only one speaker substitution, an occurrence which is surely unusual for a program which calls upon the time of high level DDM&S component heads. [REDACTED] Deputy Director of Logistics, 25X1A ably replaced Francis Van Tamm. [REDACTED] the Associate Deputy Director for Management and Services, who quite literally threw away his prepared text, concluded the week by speaking informally on the Agency from his unique perspective. His talk was made doubly poignant by the fact that it was his last working day with CIA. He received a standing applause.

COURSE ADMINISTRATION

25X1A The smooth running of the course was attributable to the support and cooperation of the staff of the [REDACTED] and to 25X1A [REDACTED] of the Senior Seminar Staff whose experience in course management and whose willingness to share the burdens made the week administratively uneventful.

EVALUATIONS

25X1A In place of the one page critique form, the participants were provided a detailed evaluation which sought to elicit their views anonymously on a range of questions. The questions and the responses are attached for your review; I would, however, like to make these observations. Clearly, there was an overwhelming consensus that the objectives of the program were met, particularly the objective to update people on the activities of the DDM&S, but there was less agreement, as exemplified in question B, on the length of time needed to accomplish this objective. In another question, 81 percent of those responding thought the course should not be moved from [REDACTED] since residency fulfilled the second objective of developing

acquaintances "in order to enhance future work relationships." Yet, in a question concerning the relevancy of the course as a whole to them, not one of the 37 who responded singled out the importance of new personal relationships to accomplishing their tasks in their present assignments.

RECOMMENDATIONS

For the January running, I would suggest that we continue to make cosmetic changes and adjustments in the program. For example, evening sessions need to be replanned to attract the optimum input and involvement from the participants. We could also eliminate the tour of the [REDACTED] Records Center since nearly all the participants in both courses, I have been associated with have been dissatisfied with the tour. 25X1A

25X1A For the March running, I would urge that the Intelligence Institute be charged with developing a three day program to be conducted in residency at [REDACTED] that a package proposal be put together now and that approval be sought from the responsible and interested components of the DDM&S.

Following the March running I would urge that consideration be given to making the Management and Services Review: The Trends and Highlights an adjunct to the existing CIA Today and Tomorrow. For example, following two and half days of CIA Today and Tomorrow in the Headquarters Auditorium, DDM&S personnel would be taken, perhaps by bus, to the [REDACTED] for an intensive two and half day review of their Directorate. 25X1A

Attachments:

Student Roster
Course Schedule (2)
Class Profile
Student Evaluations

Course Administrator